

Latest information regarding the  
**B2E Leading with Care Service Offering**  
Overview



## **LEADING WITH CARE**

Caring Leaders focus on what matters, not  
just what works

**Principal: Dr Leah Tomkins**

# LEADING WITH CARE

There is no one-size-fits-all approach to being a good leader, whether good-effective or good-ethical.

Although we tend to judge our leaders in very black or white terms - as villains or heroes - in reality, leadership is a much more complex and contested grey. The solutions that work for technical processes and systems are therefore not always the most effective for the uniquely human elements of leadership. The evidence suggests that organisations thrive when their leaders show compassion, exhibit respect for others and have a strong moral compass - in short, when they demonstrate *that they care*. This is shown consistently in the benchmark metrics of human performance, retention, engagement and well-being, with both direct and indirect effects on the bottom-line.

## TYPICAL CHALLENGES

We all intuitively know that we would prefer to work for a leader who cares than for one who doesn't, but probably not at the expense of delivery or performance.

Care is often relegated to the 'nice to have' list, rather than appreciated for its true significance for organisational and individual success.

It is usually equated with having fond feelings for one another, which may make organisations *nicer*, but does it actually make them *better*?

Organisations are increasingly demanding leaders who care, but are also nervous about seeming to prioritise warm feelings over hard actions and decisions. There is growing recognition of the need for honest discussion about the risks of care, including how to avoid caring to the point of burnout.



# UNIQUE SOLUTIONS

B2E Consulting recognises that both leaders and those they lead come to work with hopes, passions and good intentions, but also with anxieties, fears and cognitive biases. Leading with care involves reframing thinking and action not just emotion, and recognising that care entails risk not just benefit.

Our evidence-based offering on leading with care is based on the following **Design Principles**:

## **Leadership is first and foremost a relationship, not a position or role:**

- Being a leader is not just about what you do, or who you are. Crucially, it is about recognising how you affect others, and how well you identify and anticipate their needs and expectations.

## **Caring leaders focus on what matters, not just what works:**

- Leadership requires navigating the needs of different stakeholders using a range of different metrics of success. Caring leaders balance efficiency with ethics, highlighting the significance of purpose and both corporate and individual responsibility.

## **Leaders who care think holistically:**

- Leaders whose care enhances performance are those who can balance criteria of generalised efficacy with the specific needs of particular people and situations, i.e., what matters always versus what matters *here*.

## **Leading with care is empowering:**

- Using care effectively means understanding the optimal balance between intervening to fix things and enabling others to fix things for themselves. Caring too much or too intensely can take away other people's dignity and space to manoeuvre, as well as risking burnout for leaders themselves.

Service Offerings at B2E Consulting are supported by our community of over 20,000 high calibre, expert consultants, usually with more than 10 years of relevant Leadership experience, ensuring we fully understand a client's goals, content and context.

We usually expect to partner with a client to develop a strategy that will be truly effective, whilst leveraging our unique business model to ensure quality and value for money.



Dr Leah Tomkins is the B2E Leading with Care Principal. She is an expert consultant, researcher and published author on leadership and its relationship with

organisational and individual success. She has over twenty five years' experience of leading organisational change initiatives, including for Accenture, PwC, KPMG, the Cabinet Office, and most recently, for the Metropolitan Police Service. She balances an in-depth understanding of the research evidence-base with a pragmatism born of extensive hands-on experience. She has a proven track record of empowering clients to realise their goals, and to learn to work with the emotional dynamics that can both facilitate and impede progress. She is known for her original and ground-breaking work on the relationship between leadership and care, including the effects of leaders failing to demonstrate that they care for those who work for and rely on them. Her most recent book on this is **Paradox and Power in Caring Leadership**, published by Edward Elgar in 2020.



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## Why B2E?

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2. Specialist delivery through a consulting community of >20,000 experts
3. We understand transformation - our B2E team share >200 years top tier consultancy experience

The majority of our  
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>50%

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